

~~CONFIDENTIAL~~

9 APR 1970

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Executive Interchange Program

REFERENCE : Memo to Heads of Executive Departments and Agencies for the President, dtd 19 Mar 1970

1. This memorandum is for your information.
2. On 24 March you asked "Please let me know what this is all about-- what we ought to be doing, etc."
3. Attached is a summary of a report on the Executive Interchange Program issued 15 December 1969 by the President's Commission on Personnel Interchange. It explains better than I could paraphrase the what and how of the Program. (We have the basic report if you would like to see it.)
4. The Directorate of Science and Technology have for some time been interested in something of this sort. I believe that some Offices of the Intelligence Directorate would be interested in this or an academic variation thereof. If the Director has no objection as a matter of policy, we could explore ways of adopting the authority and adapting the procedures for Agency use. Cover, security and legality (conflict of interest) would be internal considerations. I believe we should also clear with the Civil Service Commission to insure no wires were crossed, no toes stepped on, no fences broken.
5. If I may be permitted a personal observation--I believe the focus of Agency interest is substantive exchange, something quite different from executive development and understanding. This, I believe, would be a distortion of the President's intent.

/s/ Robert S. Wattles

Robert S. Wattles  
Director of Personnel

- Atts: 3
- A. Summary of EIP
  - B. List of Liaison Contacts
  - C. 19 March 1970 Memo

Distribution:

Orig - Addressee

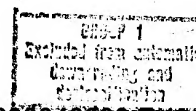
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SUMMARY OF THE  
EXECUTIVE INTERCHANGE PROGRAM

Statement of Purpose

Significant executive performance in private and public organizations depends in some measure on a comprehension of both domains and their interrelationships. The Executive Interchange Program is designed to provide the most talented young executives at mid-career levels in industry and government with first-hand operating experience in the practices, problems, objectives, and philosophies of the other sector.

Program Goals

Providing these young careerists with a total immersion in the working environments of business and government will:

- improve executive performance by sharpening skills and knowledge of participants
- improve understanding for more effective working relationships, and encourage a continuing interchange of management practices
- provide a corp of executives with upper level experience in both sectors
- imbue fresh thinking into inbred organizations
- demonstrate the benefits of cross-fertilization so as to encourage expansion of interchange process.

Management of the Program

The President's Commission on Personnel Interchange is responsible for developing policies and programs and making recommendations to the President as to ways of further promoting interchange between Government and the private sector. It governs the administrative activities of the program through an executive office staff.

Under the guidance and review of the Commission, the executive staff:

- establishes operating procedures
- conducts preliminary discussions and negotiations with industry and Government for prospective nominees and assignments

- arranges tentative assignments suitable to sponsoring and host organizations and the participants for recommendation to the Commission
- arranges publicity for the program
- develops and proposes operational plans for recognition of nominees and participants
- recommends a personal development program for participants which will supplement and enhance their working experience.

#### Operation of the Program

The Chairman of the Commission will invite nominations from major corporation and agency heads. To be eligible for nomination, prospective candidates should be between 25 and 40 years of age and generally earn between \$18,000 and \$28,000 annually. Only persons with the highest potential for future leadership are to be nominated. The assignments are expected to last a minimum of one year. As it is essential that both potential and actual conflicts of interest be avoided, assignments will be continually reviewed to assure that such situations do not develop. During the first year of operation it is expected that approximately 40 will participate in the program. The number of participants may increase as the program develops and expands.

To link the Federal agencies and the Commission, a liaison will be appointed by the major department and agency heads. These individuals will aid the Commission in the development of job assignments and prospective candidates. Industry contacts will also be formed to carry out the same activities within the private sector.

#### Role of the Interchange Executives

Participants under this program will:

- serve in bona fide operating positions
- be on the payrolls of the host organization, but serving under a leave of absence from their sponsoring organization
- participate in group and individual development programs which will complement the working experience
- be provided exposure to the programs and organizations of the other sector not normally achieved in the working environment

- participate in seminars at the beginning and end of their assignments for orientation and debriefing purposes
- be continually evaluated while on the job for performance and appropriateness of assignment
- receive appropriate recognition for being involved in a prestigious program
- be given strong encouragement by the sponsoring organization regarding advancement opportunities upon completion of the program.

#### Evaluation and Program Review

The evaluation program is designed to review the progress of the executive and his assignment in relationship to his own personal goals and the attitudes of management. Reports, conferences, and informal contacts with the Interchange Executives and their host organizations will continually provide the Commission with information which can be used to bring about improvements in the meaningfulness of their assignments. Upon completion of the program, evaluations on the experiences of the participants will be provided to the Commission and the sponsoring organization.

The Commission will conduct an annual overall evaluation of the program, and if deemed necessary to improve its quality and content will modify or change policies and program.

LIAISONS

Agency for International Development

Mr. Lane Dwinell

Assistant Administrator for Administration

Department of Agriculture

Mr. J. Phil Campbell

Under Secretary

Department of Commerce

Mr. Rocco C. Siciliano

Under Secretary of Commerce

Department of Defense

Mr. Roger T. Kelley

Assistant Secretary of Defense

Department of Health, Education & Welfare

Mr. John G. Veneman

Under Secretary of Health, Education & Welfare

Department of Housing and Urban Development

Mr. Richard C. Van Dusen

Under Secretary

Department of the Interior

Mr. Russell Train

Under Secretary

Department of Justice

Mr. William D. Ruckelshaus

Assistant Attorney General

Department of Labor

Mr. James D. Hodgson

Under Secretary

Department of State

Mr. William B. Macomber, Jr.

Deputy Under Secretary of State for Administration

Department of Transportation

Mr. James M. Beggs

Under Secretary

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Under Secretary of the Treasury

General Services Administration  
Mr. John W. Chapman, Jr.  
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Deputy Administrator

Office of Economic Opportunity  
Mr. Wesley Hjernevik  
Deputy Director of the Office of Economic Opportunity

Post Office Department  
Mr. E. T. Klassen  
Deputy Postmaster General